



Organisational Services

Monthly Review

> May 2016

Contents

1.	EXECUTIVE SUMMARY	1
2.	SAFETY	2
2.1	Incidents and Injuries - Total MRC	2
2.2	Lost Time Injury Frequency Rate	2
2.3	Days Lost Through Injury.....	3
2.4	Workers Compensation and Non-Work Related Rehabilitation Cases	3
3.	CUSTOMER SERVICE	4
3.1	External Customer Services	4
3.2	Aquatic Facilities	6
3.3	IT Support.....	6
3.4	Key Activities.....	7
3.5	Procurement Services.....	7
3.6	Property Services	8
4.	PEOPLE AND CULTURE	9
4.1	Key Activities	9
4.2	Staff Contingent	9
4.3	Training & Awards	10
5.	FINANCE.....	12
5.1	Summary Financial Position	12
5.2	Financial Ratios.....	12
5.3	Key Activities	12
6.	QUALITY	13
6.1	System Upgrades & Development	13
6.2	Process Improvements.....	13
7.	ASSET MANAGEMENT.....	15
7.1	Internal Projects	15
7.2	Property Services Projects.....	15
7.3	Building Maintenance.....	16
7.4	Plant Maintenance.....	16
7.5	Capital Projects	16
7.6	Land & Tenure	17
8.	REGULATORY COMPLIANCE.....	18
8.1	Financial Compliance	18
8.2	Corporate Governance.....	18
8.3	Performance and Risk Management	18
8.4	Internal Audit	19
8.5	Key Activities	20

1. EXECUTIVE SUMMARY

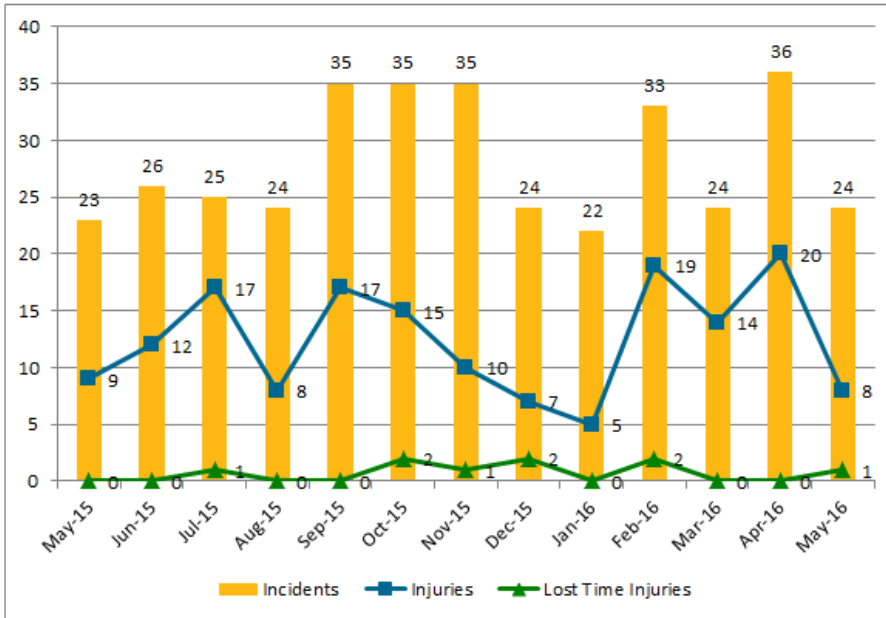
- Primary focus of Organisational Services (OS) continued to be the delivery of the budget documents within statutory timeframes. Staff from Finance, Asset Management and Governance have committed significant resources to this process.
- Over 200 of council's plant and vehicle operators have attended information sessions facilitated by Transport and Main Roads inspectors in response to operator concerns about vehicle weight limits and load restraint. It is encouraging to see staff in the front line identifying and providing feedback on training gaps.
- MRC has been announced as the winner in the Large Employer Category of the Central Queensland Training Awards run by DET of the Qld Govt. Congratulations to the Training team for their hard work.
- An Ergon power outage resulted in the generator not auto starting as expected at the Gordon Street offices. This in turn had an impact on systems availability. Investigations into root causes and rectifications actions are continuing and will be presented in a report to SLPT.
- Half yearly consumption based water charges were issued in May.
- Trade Waste Notices (half yearly) were issued in May.



A/Director Organisational Services

2. SAFETY

2.1 Incidents and Injuries - Total MRC

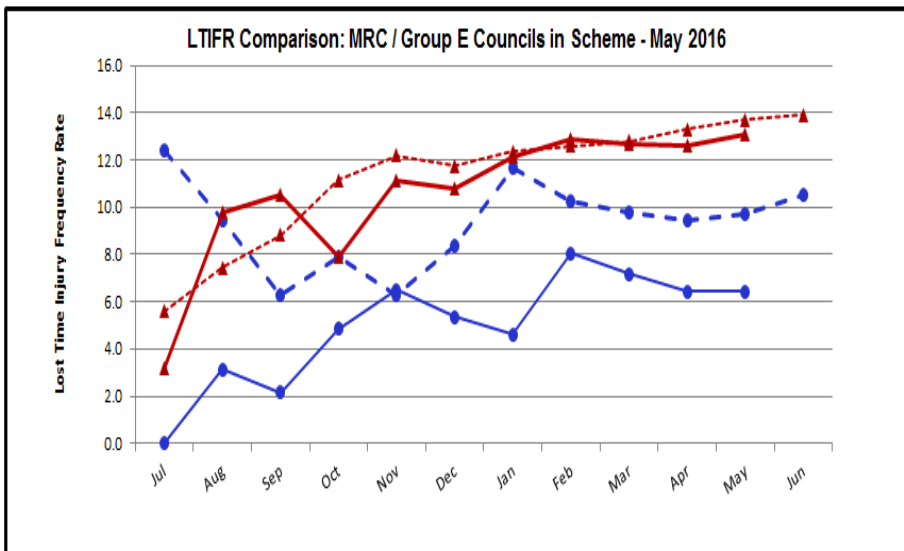


Single LTI in May included an incident where an employee received injuries to fingers from a batter operated circular saw used at a work site resulting in 11 lost days.

The graph does not include LTIs 'journey claims' ie those resulting from injuries while travelling to & from work, of which there have been two in the last 12 months.

Incidents include near misses.

2.2 Lost Time Injury Frequency Rate



MRC has an improved LTIFR as compared to the same time in 2014/15.

While significant improvement has occurred a focus on lead indicators and behaviours is ongoing.

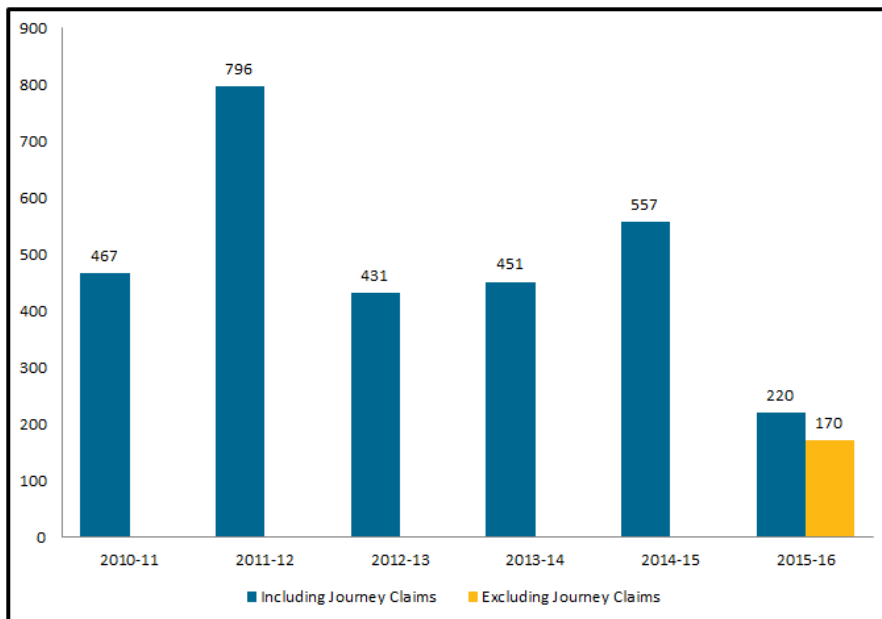
This data includes journey claims as they are included in the data by LGW who provides the data.

Legend

MRC - This year	
MRC - Last year	

All Councils - This year	
All Councils - Last year	

2.3 Days Lost Through Injury



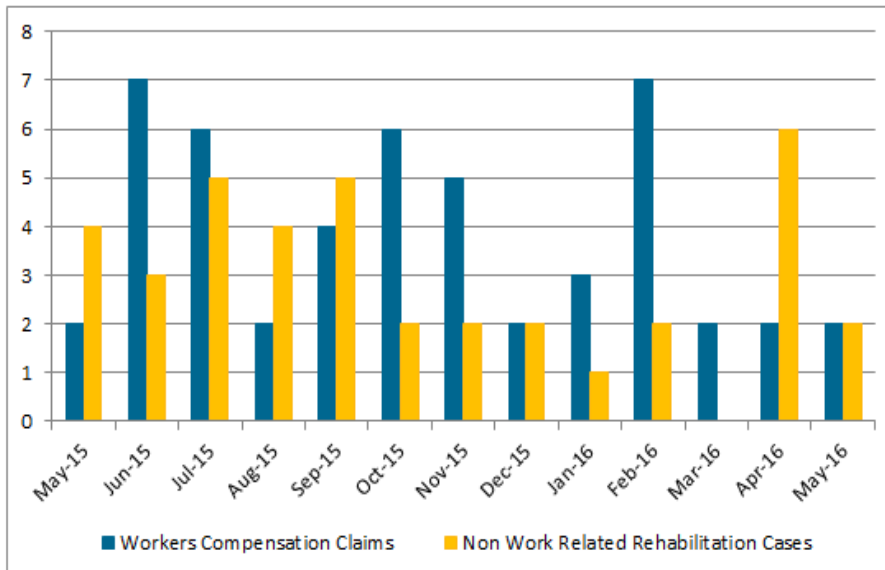
220 days have been lost financial year-to-date due to lost time injuries, which includes days lost as a result of journey claims.

When the two journey claims are removed the days lost falls to 170.

This is the lowest accrued YTD for many years.

Journey claims were not separately classified in previous years.

2.4 Workers Compensation and Non-Work Related Rehabilitation Cases



This graph shows the number of workers compensation claims processed, and return-to-work programs developed for non-work related injuries.

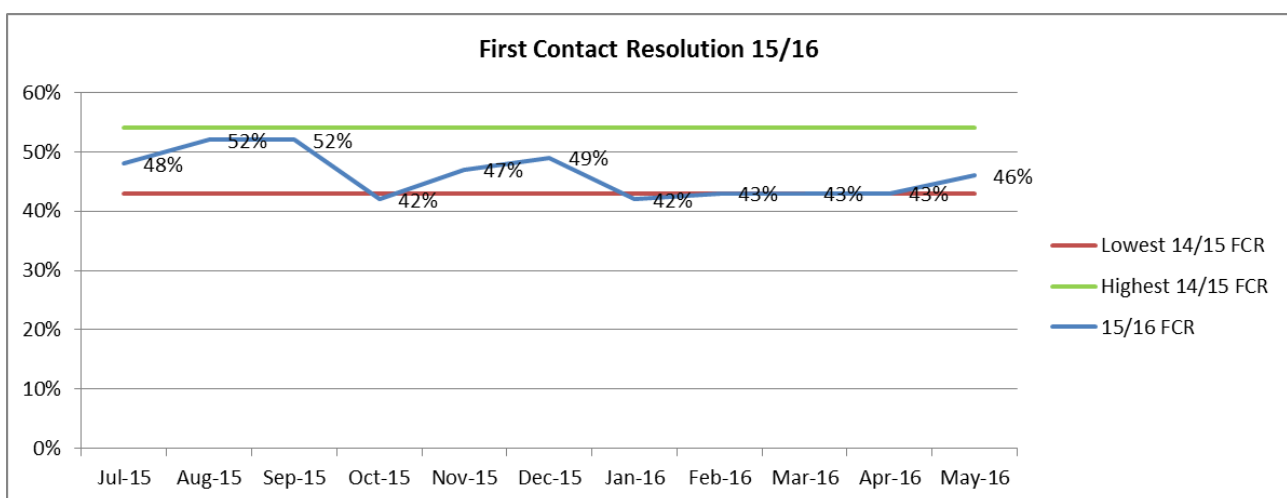
We continue to show a reduction in claims.

3. CUSTOMER SERVICE

3.1 External Customer Services

First Contact Resolution (FCR)

KPI	KPI Description	Target	Result
First Contact Resolution (FCR)	The percentage of external customer enquiries that are resolved at the first point of contact (call transfers, service requests etc. are not considered resolved from a customer perspective)	Target >=54% Satisfactory >=43%	46%



Improving this result will take time as it is directly linked to changes in business processes both within NAS and across NAS/MRC as opposed to just officer driven performance.

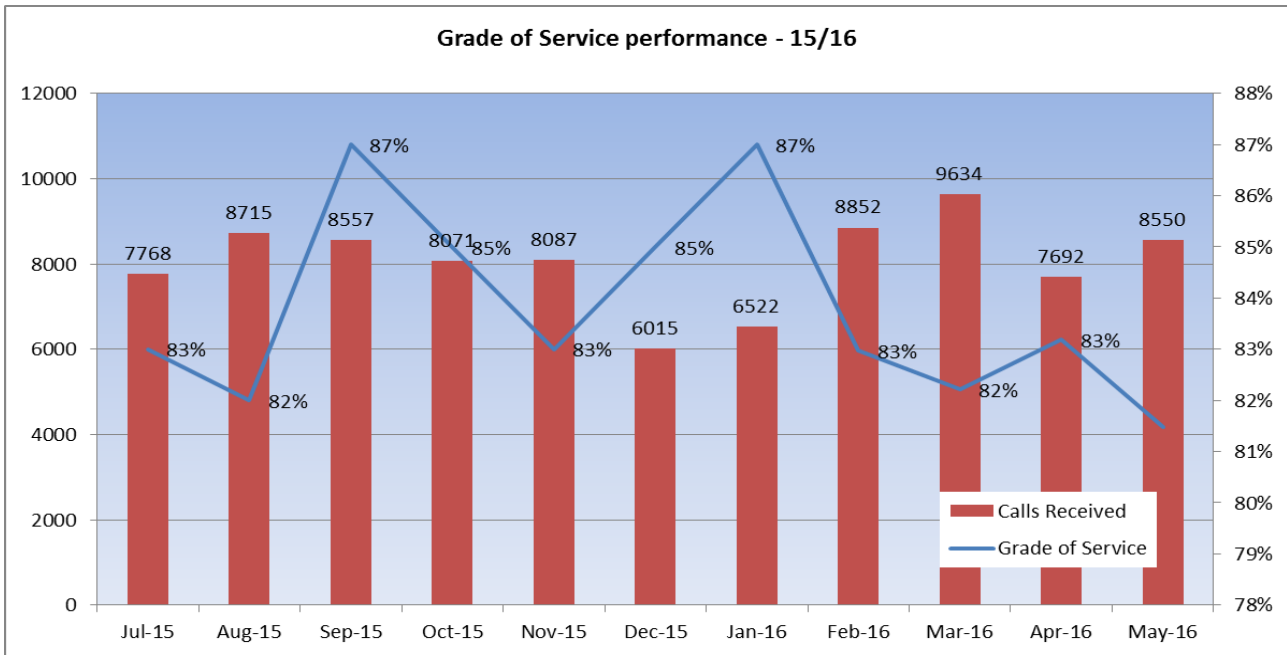
In keeping with feedback received, OS is currently working on generating additional information to measure how Council is delivering on the Service Requests that require work beyond the point of first contact. Some summary information on service delivery is contained later in this section under the heading "Service Request Resolution".

Grade of Service (GOS)

KPI	KPI Description	Target	Result
Grade of Service (GOS)	The percentage of customer calls that are answered within 20 seconds across the NAS team. This includes all queues currently managed within NAS; Mackay Regional Council's main number, ICT Operations, Plumbing Inspections and Finance.	Target >=80% Satisfactory >=34%	81%

May 2016 demonstrated an increase in call volumes from the previous month of 508 (25 per day), the percentage of calls answered within 20 seconds continues to be in line with industry best practice benchmarks at 81%. As we move toward the end of financial year we expect to receive increased call

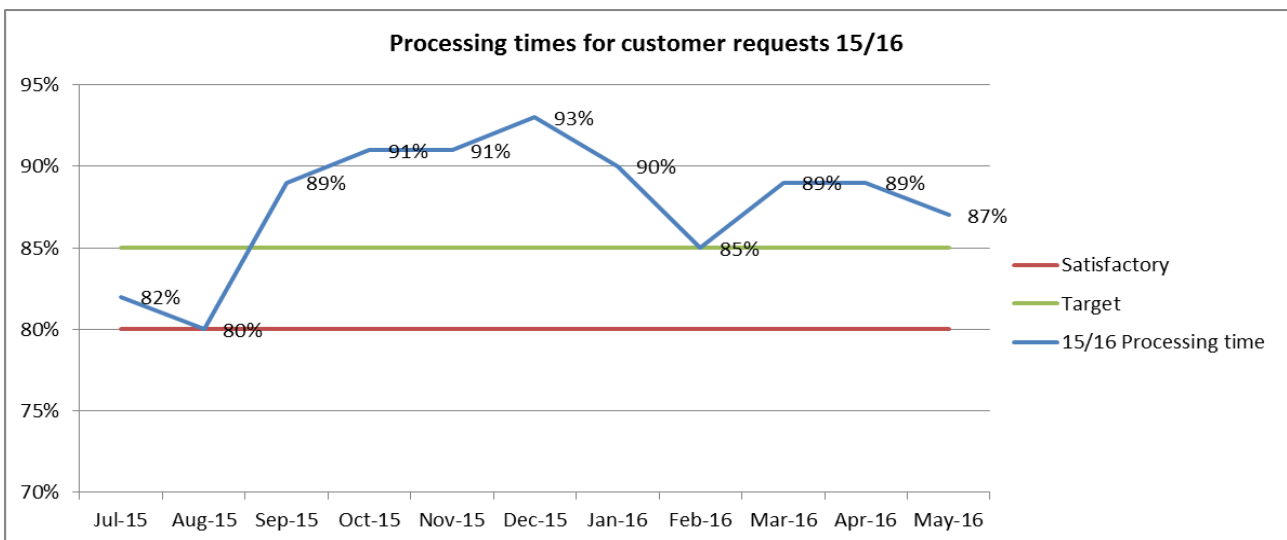
volumes and administration workload due to animal registration renewals, permits and licencing, water notice due dates and payroll and accounts payable EOFY processes.



Processing Time

KPI	KPI Description	Target	Result
Processing time for customer requests	Service requests resolved within corporate standard timeframes (Pathway, IS Requests and Incidents)	Target >= 85% Satisfactory >= 80%	86%

KPI includes high volume internal/external customer requests; all Pathway customer service requests where the actioning officer is within the NAS structure and IS service requests/incidents from Manage Engine.

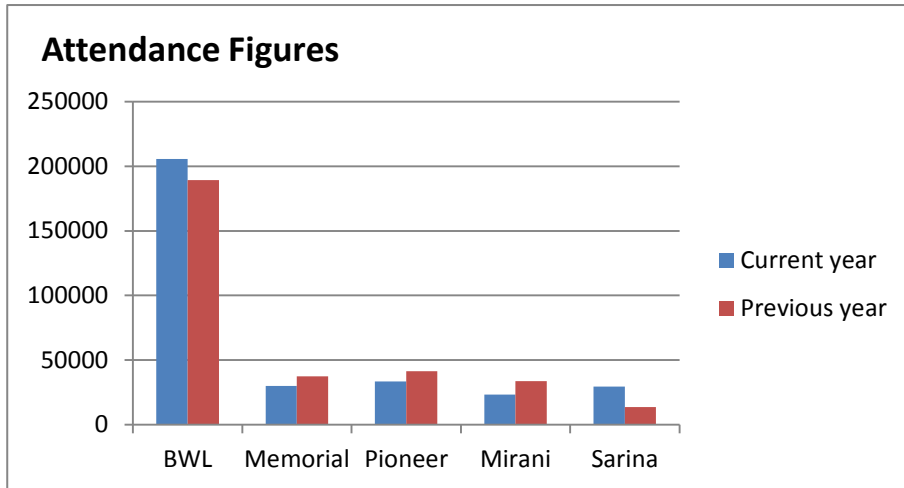


Service Request Resolution

Lodged	Resolved within SLA
3,653	76%

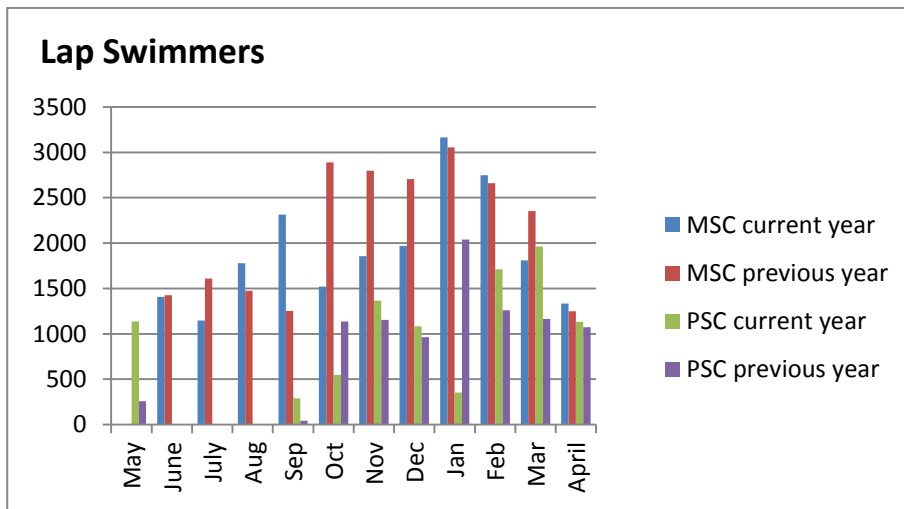
More detailed reporting is being developed for 2016/17 to measure service level performance of MRC at a departmental or business line level.

3.2 Aquatic Facilities



Winter Pool Closures

Memorial Pool: - May
 Pioneer Pool: Jun - Sep
 Sarina Pool: Apr - Sep
 Mirani Pool: Apr - Sep
 Bluewater Lagoon: mid Jul - Aug



Memorial Swim Centre closed May.
 Pioneer Swim Centre closed June, July, and August.

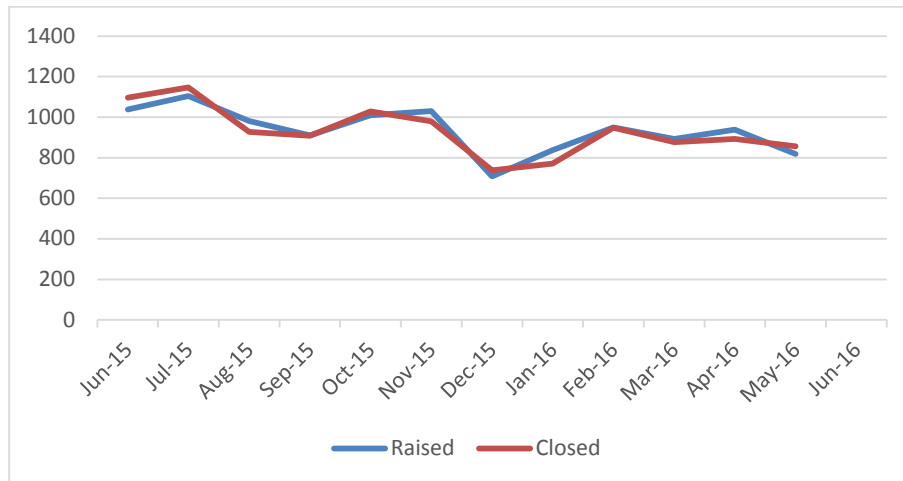
3.3 IT Support

Application and Infrastructure Availability Time

KPI	KPI Description	Target	Result
Corporate application availability time	Information Services managed applications used across MRC to deliver services.	Target >=98% Satisfactory >=95%	Applications = 98.6%
Infrastructure availability time	Information Services managed Infrastructure used across MRC	Target >=99% Satisfactory >=95%	Infrastructure = 98.1%

The availability metrics an Ergon power transformer failure in the Mackay CBD resulting in server room generators not activating as expected, an event outside of the control of Information Services, Services were back online the same business day.

IS Internal Service Requests



IS service requests have seen a downward trend over the current financial year.

3.4 Key Activities

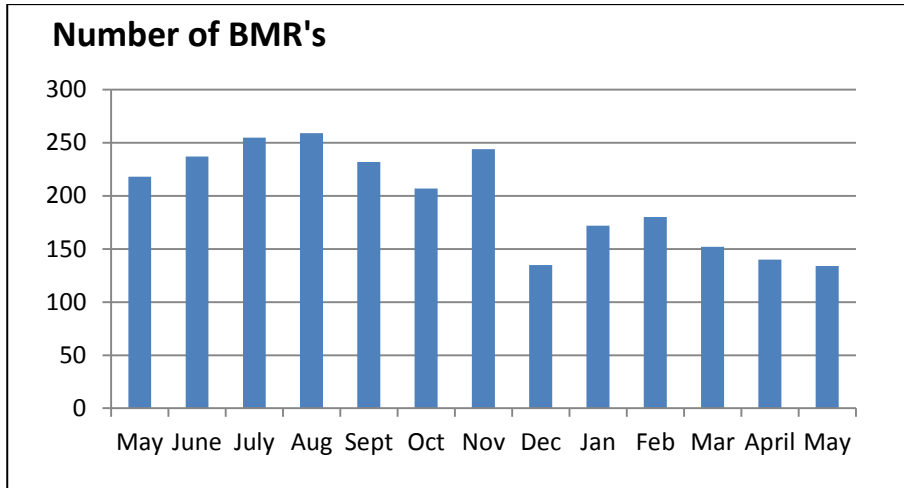
Description	Program	Status
Water Notices Water Bills (consumption charges) were issued in May.	NAS	Timeframe ■ Budget n/a
Trade Waste Notices Data entry of trade waste meter reads completed and trade waste notices issued.	NAS	Timeframe ■ Budget n/a

3.5 Procurement Services

Activity	Last Year	This Period
Purchase Orders (PO) Raised	1051	857
Line Items in POs	2739	2195
POs Received	1198	1021
Line Items in POs Received	4366	3936
Invoices Processed	3604	3549
Request for Quotes Issued	0	17
Tenders Issued	4	1
Tenders Awarded	3	3

Area	Amount	%
Local Spend (Mackay region)	\$ 4,428,960	79
Regional Spend (WROC area)	\$ 36,245	1
External Spend	\$ 1,158,878	20

3.6 Property Services








Building Maintenance Requests (BMR) levels have seen a reduction in the second half of the financial year.

This is attributed to increased preventative maintenance undertaken which is resulting in lower reactive maintenance.

4. PEOPLE AND CULTURE

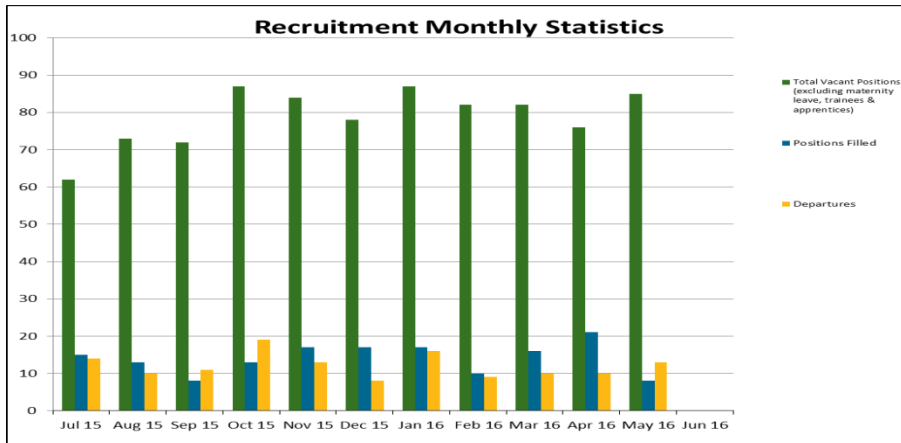
4.1 Key Activities

Description	Program	Status
EBA Negotiations No change in position. Beyond MRC control. Administrative increase paid. 1.5% for 14/15 and a further 1.5% for 15/16.	P&C	Timeframe  Budget n/a
Workforce Data Reports Work is progressing on these reports. The headcount and absentism reports are at the final draft stage while the hours worked report is currently under development and will also be used for calculation of safety statistics such as the LTIFR.	P&C	Timeframe  Budget n/a
Performance Management Training The Program outline was presented to and approved by SLPT. Consultants will start in July with a view to completing the training for all applicable staff within 3 months.	P&C	Timeframe  Budget 
Apprentice Intake Preparations for 2017 Apprentices and Trainees intake have commenced and the EOI form is under development.	NAS	Timeframe  Budget n/a
Training Design of Bullying and Harassment Instructional Training completed. Replace 30 min face to face compliance training delivered biannually <ul style="list-style-type: none"> Savings: \$8,500 per annum 	NAS	Timeframe n/a Budget n/a

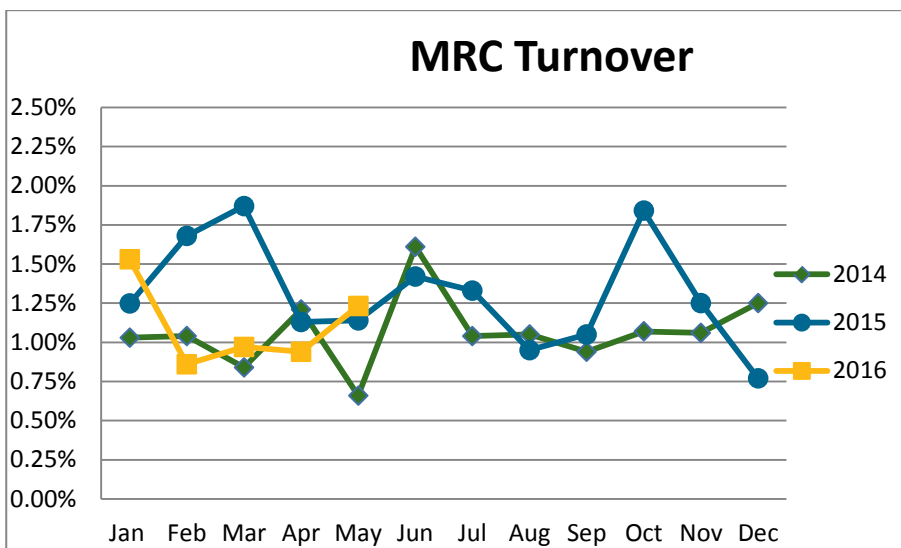
4.2 Staff Contingent

Status	OMC	ECI	DS	CCS	OS	Total	Prev. Mth.
Full Time	8	371	161	106	174	820	827
Part Time		7	7	28	30	72	71
Apprentice/Trainees		8	10	6	14	38	38
Temp	1	5	4	5	15	30	30
Casual		9	14	89	1	113	101
TOTAL EMPLOYED	9	400	196	234	234	1,073	1067
Vacant		30	12	13	23	78	69
TOTAL	9	430	208	247	257	1,151	1136

Staff Contingent and number employed continue to hold steady.



As part of 2016/17 Budget, vacancies have been reviewed to assess roles that are no longer required.



Staff turnover continue to register an overall downward trend (despite the October anomaly) which is to be expected under current economic conditions.
Work is being undertaken to compile this graph on a YTD basis.

4.3 Training & Awards

Description	Program	Status
<p>Rockhampton Visit Two IS team members visited the Nexium Network Operations Centre in Rockhampton. Nexium manages the Ergon data network and other large clients such as the Department of Health. Rockhampton RC visited to discuss/compare ICT support functions and structure. Received insight into Near point archive migration and ECM 4.03 upgrade.</p>	NAS	Timeframe n/a Budget ■
<p>GIS One staff member from the GIS team attended the GIS Conference Townsville.</p>	NAS	Timeframe n/a Budget ■
<p>Land tenure Workshop Lease Officer attended this workshop</p>	PS	Timeframe n/a Budget ■

Description	Program	Status
TMR Information Session Over 200 plant and vehicle operators attended information sessions facilitated by Transport and Main Roads inspectors in response to operator concerns about vehicle weight limits and load restraint.	G&S	Timeframe n/a Budget n/a
Training Award MRC has been announced as the winner in the Large Employer Category of the Central Queensland Training Awards run by DET of the Qld Govt.	NAS	Timeframe n/a Budget n/a

5. FINANCE

5.1 Summary Financial Position

(in \$ '000)	YTD Budget	YTD Actual	Variance
Total Revenue	249,677,909	250,035,249	357,340
Total Expenses	156,424,230	143,216,127	(13,208,103)
Operating Surplus (BID)	93,253,589	106,819,122	13,565,533
Depreciation	62,570,034	62,570,034	0
Interest	8,409,464	9,160,244	(750,780)
Net Operating Surplus	22,274,181	35,088,845	12,814,753





Operating revenue is slightly ahead of YTD budget offset by a reduction in expenses. This will change by year end due to committals being realised. Wages, goods and services are expected to be around \$8 Mn. under budget by year end with depreciation and finance costs over by around \$ 9.2 MN. Depreciation change is due to a change in interpretation of accounting standards.

5.2 Financial Ratios

	YTD	Target
Operating Surplus %	14%	0% - 10%
Interest coverage %	1.7%	0% - 5%
Net financial liabilities %	15.4%	< 60%
Current ratio	4.1	Between 1 and 4
Asset sustainability %	52.4%	> 90%
Capital expenditure ratio	1.31	> 1.1 times











Operating surplus will drop to within target range by year end. All other ratios are within target except asset sustainability which is lower than target due to the large proportion of new assets not requiring renewal at this stage.

5.3 Key Activities

Description	Program	Status
Budgets & LTFF Preparation of the 2016/2017 budget and Long Term Financial Forecast is well underway and on track for adoption on 22 June 2016.	Finance	Timeframe  Budget n/a
Quarterly Reviews The budget reviews for the 2015/2016 financial year are complete.	Finance	Timeframe  Budget n/a
Statutory Reporting The monthly strategic financial report for May will be adopted by Council in June.	Finance	Timeframe  Budget n/a
Debt Collection Land Presale letters to be sent to 114 ratepayers with 3+ years Rates outstanding on 1 June 2016. This is the commencement of Sale of Land Action.	Finance/ NAS	Timeframe  Budget n/a









6. QUALITY

6.1 System Upgrades & Development

Description	Program	Status
Chris21 Engine Upgrade Scheduled for Wednesday 8/6/16 - further testing within eRecruitment and ePerformance commenced end of May 2015 in readiness for upgrade.	NAS	Timeframe  Budget 
Server Operating Systems Upgrades <ul style="list-style-type: none"> Desktop Operating Systems Upgrades - Microsoft security updates and Operating System patches were deployed during May Infrastructure Updates - SAN Firmware was upgraded 	NAS	Timeframe  Budget 
Smart Phone deployments ICT Operations is supporting Mackay Regional Council through the migrations from Feature Mobile Phones to Smart Mobile Phones, ICT Operations currently provisioning 7/week with a further 35 being prepared for deployment.	NAS	Timeframe  Budget 
Server Infrastructure Replacement: During May the physical replacement and redeployment of the on-premise infrastructure was completed, which included a refresher of the virtualisation software.	NAS	Timeframe  Budget 
Chris 21 - Finance 1 Integration The integration which failed to function after the last Chris 21 upgrade continues to be a problem. A workaround designed by Finance and NAS staff enables Finance 1 to be kept updated. A solution from the vendor is expected by mid June.	NAS	Timeframe  Budget 















6.2 Process Improvements

Description	Program	Status
Reporting New reporting developed for Health & Regulatory Services highlighting call volumes and call types.	NAS	Timeframe n/a Budget n/a
SMS Notifications SMS for Payment Schedule Defaults: The first SMS batch containing 476 messages sent with an approx. 20% response rate in the first 90 minutes. This represents a small cost saving to Council but more importantly is in line with early debt recovery principles.	NAS	Timeframe n/a Budget n/a
Electronic Delivery of Documents Electronic Delivery of AR Statements and Invoices to be finalised by 1 July 2016. The Statements will then be able to be electronically delivered with	NAS	Timeframe n/a Budget n/a




Description	Program	Status
consent from account holder.		
Improved Safety Management Systems Project to implement the recommendations of a recent external safety audit commenced.	G&S	Timeframe  Budget 
New Complaints Management Process Governance & Safety (G&S) is working with NAS to implement a system solution for complaints management as part of a new overall complaints management framework.	G&S	Timeframe  Budget 
New Performance & Planning Framework A pilot program for the integrated performance planning and reporting framework was to be implemented June 2016; however this project has been deferred to enable program areas to focus on other priorities, including the budget and 2016/17 operational plan development.	G&S	Timeframe n/a Budget n/a
Enterprise Risk Management Review The review of the Enterprise Risk Management Framework is progressing and has been carried forward into the new draft 2016/17 Operational Plan as Action 8.8.1 with a revised target date of December 2016. A draft concept of the Enterprise Risk Management Framework is currently being prepared for SLPT consideration.	G&S	Timeframe  Budget 
New Business Continuity Arrangements The draft Business Continuity Framework and site-based Business Continuity Plans covering high risk areas have been completed. These will not be finalised by the target date of June 2016 due to additional time taken for compilation and consultations.	G&S	Timeframe  Budget 




7. ASSET MANAGEMENT

7.1 Internal Projects











Description	Program	Status
Asset Management System Upgrade We are currently updating our current asset management system which has a step change in functionality. This project is scheduled to be delivered 1 July 2016. This project includes a new Asset Register and cloud access. Future improvement projects will be scoped quarterly.	AM	Timeframe  Budget 
Asset Management Policy A draft Asset Management Policy has been developed after reviewing with key stakeholders.	AM	Timeframe  Budget 
Minor Asset Policy As a result of an internal Audit a minor asset policy has been developed and submitted to SLPT. SLPT has requested accompanying operating guidelines to be also developed which is underway.	AM	Timeframe  Budget 
Asset Data Collection Automation Currently in the internal testing phase. Some preliminary data has been delivered from internal surveyors.	AM	Timeframe  Budget 
Valuation of Water and Land Assets Work has continued in this area and will be part of the financials for FY2016.	AM	Timeframe  Budget 
Residual Value Change in accounting standard interpretation has required revision of internal methodologies, which has been completed in consultation with internal stakeholders.	AM	Timeframe  Budget 
Asset Management Framework Currently developing an Asset Management Framework to encourage economies of scale and scope and encourage standardisation.	AM	Timeframe  Budget 

7.2 Property Services Projects

Description	Program	Status
Retravisation Building Tenancy Review functionality and possible options for works in conjunction with Economic Development in preparation for possible tenancy.	PS	Timeframe  Budget n/a
MECC Liaise with MECC Manager for building management issues - discuss various systems and define roles and responsibilities	PS	Timeframe  Budget 

Description	Program	Status
The Dome Tenancies Investigate and identify various operational issues that will need addressing and could be done as part of Dome construction (AC, Fire, Amenities etc.).	PS	Timeframe  Budget n/a
External Property Manager Exploring options for appointment of external Property Manager for Dome & Retravision. Some budget implications to be evaluated.	PS	Timeframe  Budget 



7.3 Building Maintenance







Description	Program	Status
Mackay Museum Ongoing investigation and Liaison to rectify decking issues	PS	Timeframe  Budget 
Various Admin buildings, Depots, Community facilities Test and rectify RCD's, Emergency Lights, Fire systems as part of regulatory tests	PS	Timeframe  Budget 
Paget Depot Investigate and rectify damage caused by Lightning Strike on Parks shed – to be claimed under insurance	PS	Timeframe  Budget 
Parking at SAAAB & Wellington Street Arrangements for special parking spots for pool cars progressing	PS	Timeframe  Budget 
Admin Precinct Investigate and rectify damage after Ergon transformer failure – Included Generator running for 36 hours. All Generators serviced.	PS	Timeframe  Budget 

7.4 Plant Maintenance




Activity	Last Year	This Period
Work Orders brought forward	Unable to report on	337
Work Orders Completed	Unable to report on	396
Work Orders Outstanding	576	507

7.5 Capital Projects

Project	Program	Status
42 Wellington Street- AC Replacement Works due to start on the 6 th of June and finish before month end	PS	Timeframe  Budget 




Project	Program	Status
SAAAB* Ground Floor- Minor Refurbishments Work will start on the 22 nd of June and will be completed on the 27 th of June. <i>*Sir Albert Abbott Administration Building</i>	PS	Timeframe  Budget 
House Removal: 13 Maud Street Mirani Preferred Contractor will be receiving a set of AS4304 Conditions of Contract (Minor works Contract) and once accepted the works will proceed.	PS	Timeframe  Budget 
SAAAB*- Plant Room Cooling tower cooling coil replacement. Cooling coil has been ordered and will be custom made. <i>*Sir Albert Abbott Administration Building</i>	PS	Timeframe  Budget 

7.6 Land & Tenure






Description	Program	Status
Grazing Leases The following leases for unutilised land are under negotiation <ul style="list-style-type: none"> • Marian-Hampden Road, Hampden • Brodies Road, Mt Charlton • Greenknoll Road, Pleystowe 	PS	Timeframe  Budget n/a
Bridges Café Extension option exercised and new documentation prepared and with Lessee for signing	PS	Timeframe  Budget n/a
St Helens Campground Negotiating with DNRM. DNRM to provide a Permit to Occupy whilst Native Title is investigated.	PS	Timeframe  Budget n/a

8. REGULATORY COMPLIANCE





8.1 Financial Compliance







Description	Program	Status
LTFE Manage capital and operational budgets to achieve the benchmark Local Government financial sustainability ratios.	Finance	Timeframe  Budget n/a
Information Provision Provide relevant and useful information to Council, stakeholders and clients through Production of monthly strategic financial reports	Finance	Timeframe  Budget n/a
High Risk Audit Issues High risk audit issues to be kept to zero.	Finance	Timeframe  Budget n/a

8.2 Corporate Governance







Description	Program	Status
Delegations Notices of Financial Delegation are being issued to all relevant staff ensure that they are aware of their delegation and their obligations.	G&S	Timeframe  Budget 
Right to Information Four large and complex Right to Information applications have been processed in accordance to a negotiated scope and statutory timeframes.	G&S	Timeframe  Budget 
Investigations The following complaints have been reported and investigated during May: Ombudsman Referral -1 Information Privacy Complaint -1 Administrative Complaints - 2 Public Interest Disclosure (ie whistle-blower) -1	G&S	Timeframe  Budget n/a

8.3 Performance and Risk Management


Description	Program	Status
Operational Plan The 3 rd Quarter Review of the Operational Plan is completed. The draft 2016/17 Operational Plan has been developed with a view to adoption in June.	G&S	Timeframe  Budget 
Strategic Risk Register The next review of the Strategic Risk Register commenced in May. The review will be presented to SLPT for approval in June, and then presented to the Audit and Risk Advisory Committee (ARAC) in July.	G&S	Timeframe  Budget 

Description	Program	Status
Emergency Response Arrangements The project to improve Council's emergency response arrangements is nearing completion; new processes and procedures have been developed and are in the process of being implemented.	G&S	Timeframe  Budget 
Employee Influenza Immunisation The 2016 flu vaccination program was completed with approximately 350 employees participating.	G&S	Timeframe  Budget 
Insurance A total of 11 insurance claims have been received during May and are being processed.	G&S	Timeframe  Budget 

8.4 Internal Audit

Audit	Status	Schedule
Audits Completed On-Time Outsourced Management of Swimming Pools Corporate Travel and Authorisation Managing Social Media Risk Contract Management Framework Infrastructure Charges Trust Funds Local Government Act and Regulations Compliance Fraud Risk Management	Completed	Timeframe  Budget n/a
Fraud Risk Assessments Deadline slippage due to unexpected delays in audit program. Templates/ Checklists completed. Package being finalised for handover to Governance and Safety.	In-progress	Timeframe  Budget n/a
Emergency Management and State Emergency Services Administration Deadline slippage due to unexpected delays in audit program. Field work completed & Report drafted. Exit interview scheduled in June 2016	In Progress	Timeframe  Budget n/a
Procurement Scoping Completed. Field work in progress.	In Progress	Timeframe  Budget n/a
Long Term Financial Forecast Framework Scoping Completed. Field work in progress.	In Progress	Timeframe  Budget n/a
Rates Scope to be defined and field work to commence in June 2016. A reallocation of resources may result in slippage of final completion of the review to July 2016.	Not Commenced	Timeframe  Budget n/a

8.5 Key Activities

Description	Program	Status
<p>ARAC Audit and Risk Advisory Committee meeting held 5 May 2016</p>	G&S	<p>Timeframe </p> <p>Budget n/a</p>